

CITY OF PORTLAND, OREGON

Bureau of Human Resources

Focused Review Report

June 2005



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INTRODUCTION

In July 2000, Aldrich Kilbride and Tatone LLC (AKT) completed a comprehensive assessment of the City of Portland's citywide human resources systems to determine if they met the strategic needs of the operating bureaus and the City. As part of that assessment, AKT proposed 22 solutions to help the City achieve its goal of "having the most highly trained, competent, and diverse workforce that reflects its community and provides quality services to citizens in the most efficient and responsive manner possible." The Executive Summary to the 2000 assessment has been updated to indicate BHR's progress, and is included in Appendix A of this report.

The City Council adopted AKT's report and in 2001, the Bureau of Human Resources (BHR) undertook a major reorganization to respond to the City Council's directive to create a citywide human resources system and consolidate citywide human resources staff. In addition, BHR was required to implement significant cost reductions that were directed by the City Council as part of the budget process.

Highlights of the BHR reorganization are as follows:

- Centralization of human resources reporting relationships through the BHR Director for all human resources positions citywide.
- Establishment of BHR Site Teams to serve multiple bureaus.
- Strengthening the City's ability to consistently administer citywide human resources policies and practices.
- Improvements in recruiting, classification/compensation, and employee/labor relations.
- ♦ A 10 percent reduction in the cost for citywide human resources.

The BHR reorganization has been in place for over 3 years and the City Council, through the BHR Director, asked AKT to complete a focused review to determine if the issues and needs identified in the original assessment had been addressed and if progress had been made on the strategic agenda the City Council approved.

This focused review is the latest in a series of focused reviews examining the operations of various service delivery organizations throughout the Office of Management and Finance. Previous focused reviews have been completed for City Fleet, Risk Management, the City's budget process, and the General Fund overhead model.

The intent of this report is to provide the Bureau of Human Resources with information and constructive feedback from customer bureaus about the program areas and services they would like to see improved. The BHR Director structured the project this way so these issues could be considered by the management team as it established strategic goals for the next 5 years. Interview questions and discussions were designed to get Bureaus to primarily focus on areas of perceived weakness or dissatisfaction, rather than the areas they felt were working well or had been improved. Consequently, much of the information contained in this report focuses on negative rather than positive aspects. Readers should keep this in mind throughout the report.

This report is divided into three sections:

- 1) BHR's progress to date.
- 2) Opportunities to enhance or improve service to customers.
- 3) Strategic opportunities BHR will pursue in 2005 to 2010.

To establish a context for each of these three sections, it is critical to remember that a major outcome of the BHR reorganization was to reduce the costs of human resources administration citywide. BHR was directed to achieve a 10 percent savings in the cost for citywide human resources services for the fiscal year ending 2001. BHR was also directed by the City Council and the Chief Administrative Officer, to the extent possible, to improve administration, policies, and the overall efficiency and effectiveness of the system.

BHR was successful in meeting its 2001 budget reduction requirement and has operated with "hold the line" budgets, or reduced budgets, with overall very little growth since then. At the same time, BHR has managed to improve citywide human resources management. The Mayor's FY 2005-2006 proposed budget for BHR includes one-time funding for training projects. However, the remainder of the operating budget will be reduced by 5 percent. It will be difficult for BHR to continue to improve its services to bureaus in this budget environment.

The following are key performance measures for the Bureau of Human Resources from the Fiscal Year 2004-05 Adopted Budget:

	Actual FY 1999-00	Actual FY 2000-01	Actual FY 2001-02	Actual FY 2002-03	Estimated FY 2003-04	Adopted FY 2004-05
Workload	1333-00	2000-01	2001-02	2002-03	2003-04	2004-03
WORKLOAD						
Number of classification						
actions annually	2,300	300	1,752	500	385	300
Number of hours in						
cultural competency						
training provided to City						
managers and supervisors	N/A	3,500	2,800	215	32	825

	Actual FY	Actual FY	Actual FY	Actual FY	Estimated FY	Adopted FY
	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
Number of participant						
training hours presented		//				
by BHR	N/A	N/A	1,600	1,894	18,361	10,785
Personnel action notices						
processed	13,672	13,320	11,181	14,180	14,000	14,000
Number of employment						
applications received	N/A	N/A	11,399	16,882	15,000	17,000
EFFECTIVENESS						
Percentage of recruitments meeting original or						
renegotiated timeframes	N/A	N/A	88.0%	81.0%	95.0%	90.0%
Percentage of diverse (protected class)						
applicants per recruitment	N/A	N/A	N/A	16.6%	16.0%	16.0%
EFFICIENCY						
City employees per BHR						
employee	N/A	N/A	108	109	109	108
Cost of providing HR service per City FTE			\$759.00	\$769.85	\$787.15	\$788.00

In the 2005-2010 Strategic Plan (See Appendix D), BHR has established five major goals that continue to focus its limited resources, improve services to the City and its bureaus, and begin implementing the Mayor's Bureau Innovation Project.

BHR has also expanded the performance measures shown above and will use these measures as the first step in implementing the City Auditor's recommendations contained in the December 2002 *Managing for Results* report.

BHR'S PROGRESS TO DATE

BHR has aggressively pursued implementing the reorganization and service improvements and has a number of successes to show for its efforts. Among those successes are the following:

VISION, MISSION, AND GOALS

BHR completed a 5-year strategic planning process and adopted its plan in December 2001. This plan outlined how BHR would effectively implement the new human resources delivery system and improve customer service. The BHR Director and Site Team Managers met with most bureau leadership teams to discuss the strategic plan as well as their current and future business needs.

During November and December of 2004 and continuing into 2005, BHR updated the plan to include goals through 2010. The vision, mission, goals, strategies, action items, and critical success factors in BHR's strategic plan directly support the accomplishment of the mission, values, and strategic directions outlined in the Office of Management and Finance 2002-2007 Strategic Plan.

Subsequent to the initial draft of the BHR strategic plan, Mayor Potter released the Bureau Innovation Project Report. The BHR leadership team has reviewed the report and has modified the strategic plan goals as appropriate to incorporate the related recommendations. Specifically, those recommendations are numbers 4, 5, 6, 7, and 16:

- 4) Implement changes within the Office of Management and Finance to ensure internal service bureaus are providing cost-effective services to customer bureaus.
- 5) Implement a citywide employee development program to improve employee performance and increase diversity in the workforce.
- 6) Appoint Labor-Management Committees within each City bureau and improve employee relations.
- 7) Direct bureaus and their employees to develop improved Customer Service procedures.
- 16) Implement *Managing for Results* at all levels of government to base citywide decision-making on a shared set of goals.

BHR will distribute and review the updated strategic plan with customer bureaus over the next few months.

POLICY DEVELOPMENT

In April 2002, BHR completed a major review and substantially revised citywide human resources policies and administrative rules. These new policies and administrative rules have created a systematic and standardized approach to human resources management throughout the City. BHR issued the new policies and administrative rules in a single binder and has also placed them on the City's web page.

Site Teams are actively working with bureaus to continue to reinforce consistency in the implementation and application of these policies and administrative rules. Site Teams are also helping bureaus identify additional policy and administrative rule revisions to improve the City's human resources management and practices.

SITE TEAMS

BHR implemented a Site Team model in April 2002 to begin delivering comprehensive human resources services using a customer-based approach. BHR negotiated service agreements with bureaus to establish service levels and service expectations. The Site Teams' roles were defined and team members were selected. The Site Teams are now working day-to-day with bureaus to help strengthen their human resources practices. The Site Teams are the first line of contact in identifying issues, reinforcing requirements, and assisting with the development of bureau-specific systems and solutions. Site Team staff are becoming more involved in bureaus' strategic planning processes with a focus on anticipating issues, improving the City's workforce, and collaborative problem-solving. The Teams have also begun working with bureaus on workforce development and planning.

RECRUITMENT AND RETENTION

BHR is beginning to address the outdated Civil Service system by instituting new processes such as expanded transfers, non-competitive expanded transfers, streamlined non-represented recruitments, and position-specific recruitments. The policies and administrative rules have been changed to provide as much flexibility as possible within Charter provisions to allow bureaus to fill positions faster and with personnel who are best suited for the positions. From April 2002 through June 2004, the Site Teams provided the majority of recruitment services to the customer bureaus. During that time, they identified needed improvements to recruitment and retention. BHR has also developed a recruitment manual for bureaus.

DIVERSITY

BHR has provided additional resources and expertise to City bureaus to support the Council's goal of improving the City's workplace climate and diversity. In 2001, BHR established the Diversity Development/Affirmative Action Office (D/AO). Subsequently, with major endorsement from the Mayor, City Council, and Bureau Directors, the D/AO began implementing the Diversity Development Strategic Initiative, which includes a set of guiding principles. The D/AO also began implementing the current Affirmative Action plan in July 2002.

BHR routinely makes diversity information available to the bureaus and provides tailored diversity management consulting to specific bureaus, such as Police and Fire. In 2003, BHR transferred a Senior Human Resources Analyst position to the Diversity Development program area to further strengthen diversity management. BHR has also established a Citywide Diversity Development Coordinating Committee. The Diversity Development/Affirmative Action Manager and the Employment and Development Manager are actively working together to identify opportunities and develop strategies to improve citywide diversity recruitment opportunities.

LABOR AND EMPLOYEE RELATIONS

Labor/Employee Relations was tasked with improving the relationships with the City's bargaining units and represented and non-represented employees. In May and June 2004, BHR contracted with a consultant to conduct one-on-one interviews and focus groups to determine the existing labor and employee relations climate in the City. The consultant met with over 70 individuals and held approximately a dozen focus groups comprised of City managers, supervisors, employees, and Council staff. BHR received valuable feedback from this effort and, in conjunction with this focused review, is addressing the comments and issues raised in the updated 2005-2010 Strategic Plan and the bureau operating plan.

More bureaus have instituted labor/management committees with Site Team support. Labor/Employee Relations and the Site Team staffs are providing training and are assisting bureau managers in planning and implementing bureau labor/management committee models and other collaborative efforts.

In Fall 2004, Labor/Employee Relations staff worked with representatives from DCTU to develop training on the new grievance procedure. The staff is also working with the City Attorney's Office and Site Team Managers to develop a comprehensive management training curriculum for managers and supervisors. To date, one bureau, the Bureau of Water Works, has participated in this training and the feedback was very positive.

As part of the process to continue to strengthen labor and employee relations, the Labor/Employee Relations Manager has also drafted a document outlining "Preferred Outcomes for Labor/Employee Relations Initiative."

CLASSIFICATION, COMPENSATION, AND BENEFITS

In July 2002, BHR implemented changes to the non-represented employee classification and compensation structure for classifications not covered in collective bargaining agreements. This comprehensive review eliminated numerous discrepancies and inconsistencies that had developed over time due to previous incremental reviews of individual positions. These classifications are now well-defined, more appropriately align with market data, and are internally consistent with other City position classifications. BHR is also conducting similar reviews for represented positions that are timed with collective bargaining cycles.

In 2004, BHR Benefits staff implemented on-line enrollment for employee benefits. Benefits staff significantly increased access to benefits information and responsiveness to City employees. Given the current budget climate, employee benefits continue to be a significant issue, impacting every aspect of human resources management.

EMPLOYEE DEVELOPMENT AND TRAINING

Budget cuts have severely impacted BHR's ability to routinely deliver management and employee training programs. However, BHR has been able to maintain a core training curriculum. In addition, BHR staff are working with specific bureaus to develop additional training targeted at their areas of greatest need.

Recent examples of training that have been provided include employee disciplinary action training for Bureau of Development Services managers, cultural competency training for Police and Fire bureaus, and management training for the Water Bureau.

ADMINISTRATION AND SYSTEMS

In mid-2002, in conjunction with the OMF budget office, BHR implemented a new position management system to track positions citywide. BHR also completed a Human Resources Information Needs Assessment/Business Case analysis in December 2002. BHR is currently working with Bureau of Technology Services and OMF to develop the specifications for the human resources component of the City's developing Enterprise Business System (EBS) project. The human resources component is currently scheduled to be implemented in 2007.

The human resources portion of the EBS system will significantly improve the City's overall ability to manage and project its workforce needs, and it will provide bureaus with critical information for every aspect of human resources management. In addition, it will eliminate the City's current patchwork of standalone human resources tracking systems and will permit easy access to employee and workforce information for all bureaus.

OPPORTUNITIES TO ENHANCE OR IMPROVE SERVICE TO CUSTOMERS

As part of the focused review, AKT conducted a number of one-on-one interviews and facilitated sessions with bureau directors, bureau operations managers, BHR senior managers, BHR staff, and labor representatives. The purpose of the interviews and sessions was to assess from the perspective of customer bureaus, BHR employees, and others how the reorganization is working and how well BHR is meeting bureau and citywide needs. A list of the individuals interviewed and focus group participants is included in Appendix C of this report.

All of the individuals interviewed agreed that BHR has made significant progress in implementing the reorganization and in improving service delivery. There is strong consensus that since the reorganization, BHR has effectively implemented and staffed the reorganization and Site Teams and that it has standardized many citywide human resources policies and practices. However, the larger bureaus in particular, believe their overall human resources service levels declined when their staff transferred to BHR. On the other hand, smaller bureaus believe their service levels significantly improved since the reorganization.

The following is a summary by BHR functional area of the comments received from BHR senior managers, bureau directors, bureau operations managers, BHR staff, and labor officials. As indicated above, interview questions and discussions were structured to focus primarily on areas BHR can improve, so that this information could be used in the strategic planning process.

Participants were candid and made numerous constructive comments. By agreement with the BHR Director and the participants, comments have not been attributed to specific individuals. Instead, they are summarized as general themes, meaning that more than one person made similar comments. We have also noted in the report instances where only one person made the comment. Detailed comments from each of these groups are included in Appendix B of this report.

BHR VISION, POLICY, AND DECISION MAKING

Few bureaus are aware of the BHR Strategic Plan. However, they have seen a heightened profile from BHR since the reorganization, and most have adjusted to the reorganization and the loss of their own human resources employees. The bureaus want BHR to be an adaptive and flexible organization that can meet their strategic human resources needs and provide them with the best practices in human resources management. They would like BHR to become a clearinghouse for human resources best practices and to be more on the cutting edge of human resources administration.

Bureaus would like more input into BHR's strategic objectives, and they would like BHR to hold itself accountable through clear performance measures. They would also like more input into the specific services BHR provides and the costs of those services. One bureau director does not believe that assessing BHR's costs based on full-time equivalent positions fairly distributes these costs to bureaus, especially to those bureaus that use high numbers of seasonal employees. The larger bureaus also believe they are actually paying more for human resources services since the reorganization because they have had to backfill with their own staff for services that BHR doesn't provide. Bureau Directors do not connect the amount they pay for BHR services with the value they receive. Instead, they tend to view the charge as an overhead budget line item that continues to increase every year.

There is concern and consensus among bureaus that too much decision-making takes place at the BHR Director and Assistant Director levels. Bureaus believe that BHR is organized top down and that not enough decision-making has been pushed down to Site Teams, specifically the Human Resources Coordinators. Consequently, Site Team managers and human resources coordinators operate within very narrow bands of authority. Bureaus feel that because decision-making doesn't occur at lower levels there is too much "checking up the line" for answers and, as a result, significant delays occur. Bureau directors believe that when decisions rise to the BHR Director, they have to get involved, which is often not the best use of their time.

There is also a general feeling among bureaus that the answer to a particular problem or issue depends on who you talk to in BHR. It is not clear to them when issues should be addressed to Site Team staff or to one of the managers in the central units of BHR. They do not feel that the various BHR units are consistent in their interpretations of BHR policies and administrative rules.

Bureaus recognize that BHR's uniform policies, administrative rules, and the Recruitment and Selection Manual are significant accomplishments. These have been welcomed by most bureaus. However, some of the larger bureaus feel that while there is more consistency and accountability, BHR has taken some discretion away from bureaus. They feel that the uniqueness of their bureaus is often minimized by BHR and that the "cookie cutter" approach to policies and administrative rules doesn't always work well. In the future, they would like more input into BHR policy and administrative rule development before changes are implemented. Some bureaus also believe that the policies and administrative rules often impact the ability for managers to get things done quickly. Union leadership also expressed interest in being more involved on the front-end of policy and administrative rule development. Union leaders stated that they were not given an opportunity to participate in the policy/administrative rule development process. Instead, they were advised about the changes.

BHR has noted that most of the union leaders are new since the Human Resources Administrative Rules were developed. BHR did, in fact, invite labor to participate in the rule development process. Unfortunately, only two union leaders took BHR up on its offer of participation. The others stated they would wait to review the rules once drafted.

BHR Service Delivery and Working Relationships with City Bureaus

Over the last 4 years, BHR has invested significant time and effort to improve the City's human resources infrastructure. Specifically, BHR has implemented its reorganization, revamped policies and administrative rules around a principle of the City as a single employer, adopted a customer service model for serving bureaus, and established and staffed the Site Teams. This has been a major shift for bureaus, who in the past, had controlled their own human resources staff and approached human resources administration from their unique perspectives as individual bureaus. BHR has made dramatic changes and has established strong partnerships. Bureaus stated that BHR is willing to work proactively with them and that the Site Team model is working well for smaller bureaus. They stated that the overall quality of BHR staff and managers has improved since the reorganization.

The shift in human resources management has been as challenging for BHR as it has for bureaus. The BHR centralized structure often takes accountability for decisions, actions, and outcomes off of bureau managers because it is easy for them to default to "this is what BHR is making us do." The BHR Director is working to change BHR staff's traditional view of their roles and is asking them to be consultants who serve customer bureaus.

The Director defines BHR's relationship with customer bureaus from two perspectives. BHR staff need to be viewed by customer bureaus as trusted advisors, meaning that they use their experience and expertise to help bureaus make good decisions that are consistent with citywide human resource policies, and that support the Mayor's and the City Council's values surrounding the City's workforce.

The BHR Director also believes that as a bureau, BHR must be committed to and viewed by customer bureaus as a competent, proactive, and responsive service provider. This approach appears to be very consistent with the Mayor's and the City Council's direction and expectations of BHR.

There is a significant difference of opinion between small and large bureaus about whether the Site Team model for delivering services is better than the old model, where many bureaus had their own human resources staff reporting directly to them. BHR's most satisfied customers are the smaller bureaus. The reorganization, and especially the availability of Site Team resources, far exceeds previous service levels and has given smaller bureaus a great deal more access to human resources expertise.

On the other hand, BHR's least satisfied customers are: Police Bureau, Office of Management and Finance, City Auditor, Bureau of Environmental Services, Water Bureau, Parks, and PDOT/BOM. These bureaus previously had human resources positions on staff that exclusively served their bureaus and reported to the bureau director or a senior bureau manager. In most cases, the larger bureaus now have fewer full-time equivalent positions to serve their human resources needs than prior to the reorganization. As a result, larger bureaus believe they lost both service and flexibility as a result of the BHR reorganization.

They also believe that with the loss of human resources positions in the bureaus, bureau managers have taken on more human resources responsibilities, many bureau managers are not trained sufficiently, and that bureau managers lack the time to do this work. Bureaus state that they are also diverting other staff to handle the human resources administrative work that BHR doesn't do. The larger bureaus would like at least one more human resources coordinator assigned to their bureaus.

Overall bureaus report that BHR staff is doing a good job. Their issues and concerns are more with process and structure than with BHR staff. There are a number of areas where bureaus believe BHR can be more effective. There is a strong feeling that since the foundational pieces are in place with the reorganization and the new policies and procedures, BHR can focus more on providing expertise and consultative services to bureaus. Bureaus would like BHR staff in all areas to develop a better understanding of their bureau businesses and strategic goals and to better align BHR's services and resources to meet bureau needs. They want bureau program objectives and needs to drive how BHR is organized, staffed, and provides services.

Several bureaus believe that the City's approach to human resources is focused too much on the present and not on the future and quality of the City's workforce. They want BHR to develop more tools for workforce planning and development.

Some bureau directors see Site Team human resources coordinators as important to their executive team, but a few others do not believe the coordinators can function at this level given the work they do. They would like to have the coordinators vested with more decision making and to be more informed about their business direction. They also want the coordinators to operate in more of an advocacy role than a regulatory role.

Bureau managers are also confused about the role of central BHR versus the role of the Site Teams. They do not see BHR's central operating units and Site Team employees as integrated and coordinated, and they question whether Site Team members are aware of all of BHR's available resources and which unit is responsible for a particular service.

RECRUITMENT, SELECTION, AND RETENTION

All Bureaus are pleased with the changes BHR has made to the non-represented recruitment process. They believe the new system is much more flexible and allows them to access job applicants and fill vacancies faster. Although this change has increased the volume of recruitment exams that BHR administers, the overall process has been significantly streamlined. Bureaus also like the new recruitment manual.

The recruitment process for represented positions is perceived by bureaus to be time consuming and cumbersome. They believe the hiring process is too complex and frustrating to applicants and that good applicants are sometimes lost to other employers because the process takes so long. They are also concerned that too many non-qualified employees are getting on represented applicant lists, that the lists are too long, and that bureaus are required to interview too many candidates. Since the larger bureaus tend to have more recruitments in process at a given time, recruitments can take anywhere from 3 months to a year to complete. In smaller bureaus, the process seems to move more quickly.

Bureaus would like improved recruitment information. The quality of document output from the online application system is poor in that formatting of the applicant's information is lost and the output is extremely difficult to read and use. Bureaus would like the system to allow applicants to attach documents with the formatting retained.

There is a great deal of concern in bureaus because of the significant number of upcoming retirements of senior City employees and, as a result, the City will experience a significant loss of its institutional knowledge and leadership. Bureaus recognize that BHR workloads are high, especially in recruitments, but they believe that BHR must design ways to attract qualified employees, provide more support to new employees coming into the workforce, and improve employee and manager retention. This will continue to be a difficult challenge given the current budget environment. Bureaus would also like significantly more help from BHR in succession planning, and many believe BHR doesn't see this as its responsibility.

Bureaus state that BHR has been flexible and sensitive to bureau desires to increase diversity and move ahead with bureau specific skill recruitments. However, several bureaus stated they do not feel that BHR's recruitment processes produce quality candidates for senior management positions.

DIVERSITY MANAGEMENT AND AFFIRMATIVE ACTION

BHR has done an excellent job of emphasizing and reinforcing the Mayor's and the City Council's priorities concerning diversity management and Affirmative Action. BHR's diversity team, especially the Manager, is visible throughout the City. BHR has established excellent policies, expectations, and tools for bureaus. However, in the one-on-one interviews, bureau directors and managers continually stressed that bureaus lack the resources and data to sufficiently perform these responsibilities, especially in the area of outreach. Bureaus need more resources and assistance from BHR in diversity planning, recruitment, and outreach.

There is also confusion about the bureaus' versus BHR's roles in finding qualified job applicants, which results in less accountability for results. Bureau managers also raised concerns about the Affirmative Action function in BHR. They believe the D/AO doesn't have a clear set of objectives, and it is not clear how EEO issues are addressed out of the Affirmative Action Office.

Bureaus and BHR managers are especially frustrated by the lack of diversity resources to perform community outreach. There is consensus that communities feel BHR and the bureaus should be more involved in forming relationships if the City is serious about improving in diversity. However, with the present workloads in BHR and in bureaus and the lack of resources, it is extremely difficult to develop these relationships and stay consistently involved. Instead, efforts are bureauspecific, sporadic, and opportunistic rather than planned and coordinated among bureaus.

A major area of concern for the City's diversity management efforts is the need to improve the retention and promotion of employees. There is agreement that if the City is serious about diversity, it must find ways to emphasize this value by changing bureaus' workplace cultures, promotion practices, and accountability for decisions. Bureaus and BHR see an opportunity to leverage the City's significant successes in improving diversity awareness by improving its operational effectiveness in diversity management.

CLASSIFICATION AND COMPENSATION

Bureaus credit the Classification and Compensation unit for significantly improving the classification and compensation system for non-represented positions. The unit has also improved its customer response times. Bureaus state that system controls are stronger and that BHR is requiring more information than previously. Bureaus believe they have lost some flexibility with the new policies and system. However, they now have more compensation options available for positions where duties have changed or increased over time. Some of the larger bureaus stated that with the establishment of fewer overall classifications, the system makes it more difficult to deal with bureau-specific needs.

The Classification and Compensation unit is not currently staffed to perform desk audits. This places greater importance on BHR establishing and enforcing clear guidelines and policies about reclassifications, working out of class, and other bureau requests for pay adjustments.

However, the biggest issue for bureaus and labor continues to be the lack of a clear compensation philosophy and guiding principles from the City Council that are strategic, consistent, and funded. Without that, bureaus will continue to submit reclassification requests and look for ways to work around BHR's new classification and compensation structures in order to retain and reward their most valuable employees.

EMPLOYEE BENEFITS

The Benefits program area, and especially the manager, is credited by all bureaus and labor representatives as doing the best job in BHR of communicating with employees. The new online system for benefits enrollments and changes had some roll out problems, but it is now working well and is much easier and more convenient for employees and bureaus.

Several bureaus commented that there is a significant disconnect between how employees see their benefits in relationship to overall compensation. The two are not linked in employees' minds, and this may stem from the fact that the City lacks an overall compensation philosophy. As employees continue to see changes in PERS and in the rising cost of benefits, there is a perception that the overall level and quality of City benefits is declining. In addition, there is concern that the existing reserves will soon be used up, and that there will be significant cost increases that employees will either have to absorb or the City will have to fund, resulting in further budget cuts. Bureaus believe BHR can play a significant role in working with the City Council to deal with these issues.

LABOR AND EMPLOYEE RELATIONS

Due to the number of City labor organizations and the effort required for bargaining and labor contract administration, significantly more of BHR's and bureaus' focus is on labor relations than on employee relations. The Labor/Employee Relations Manager is well regarded by union leadership and bureaus and is seen as accessible and making progress in improving relationships.

On the labor relations side, there is a need for the City Council to clearly establish a strategic framework for bargaining with labor. Because this framework doesn't exist, the City is perceived as reactive and even passive by bureaus and union leadership. One bureau commented that the City Council sends a signal that it doesn't want conflict with employees and, as a result, it has been at least 10 years since the City bargained on work rules and other serious issues. BHR has an opportunity to lead an effort to address this area.

The Labor/Employee Relations Manager has encouraged bureaus to use collaborative labor relations techniques to make the contract bargaining go more smoothly. This is seen by labor and managers as a way to improve labor/management committees and the bargaining process. The Bureau of Fire, Rescue, and Emergency Services and other bureaus are trying the new approach and both labor and managers feel it is working well.

With respect to employee relations, bureaus identified several concerns. Ongoing, purposeful, and constructive communication with employees is seen as an area where BHR can improve. BHR is perceived as much more focused on communicating with the Mayor, the City Council, bureau managers, and labor leaders than it is on communicating with employees. BHR's communication with bureaus and employees is seen as more reactive than proactive and educational. Information is not always uniformly communicated.

The larger bureaus stated that when their human resources coordinator positions were consolidated into BHR, they lost their internal resource for improving employee relations. While this may be true, it also conveys the message that employee relations may not be seen as a function for which all bureau managers have responsibility. BHR, specifically the Site Teams, has an opportunity to play a major role in employee relations with bureaus and to also train managers in this area.

There were a number of bureau and labor representative comments concerning the employee discipline process. The current process for administering discipline that involves bureaus, BHR, and the City Attorney's Office is seen as slow and often ineffective in constructively resolving employee performance problems. Effective employee relations and communications would contribute to reducing the number of disciplinary cases by dealing with performance concerns early and effectively. Bureaus would like BHR to develop better tools to use for employee performance issues.

TRAINING AND EMPLOYEE DEVELOPMENT

Training is the weakest service BHR provides for itself and bureaus due to a serious lack of resources. BHR's training program has been significantly reduced during the past 5 years. Currently, the training function is assigned to a BHR employee who also has other human resources functions. As a result, most training is provided at a cost by Portland Community College or left to bureaus to provide.

There is consensus between BHR and bureaus that bureau managers and supervisors are not being trained to manage, that training resources citywide are not coordinated, that there are insufficient resources earmarked for training, and that shared training opportunities are missed.

Bureaus and labor representatives do not believe the City Council is invested in the benefits of training, as evidenced by the lack of commitment and funding. They would like to see a focus and alignment between the City's strategic direction and the use of its limited training resources. Since training requires budget and staff resources, BHR and bureaus are concerned that there is no practical, effective way to address this issue given the current budget climate.

HUMAN RESOURCES MANAGEMENT INFORMATION

The 2000 comprehensive human resources assessment report identified the lack of an effective human resources information system as a significant barrier to managing the City's workforce and planning for future needs. The City Council has approved a new citywide Enterprise Business System (EBS) project and the City is working on developing the underlying systems. Planning for the EBS also includes a human resources information module. However, the most optimistic estimate is that this system will not be fully functional for at least 2 years.

In the meantime, the lack of the system and easily accessible, accurate information makes it very difficult for BHR to provide higher level consultative services such as workforce planning, employee relations, training, and diversity management. BHR and bureaus have developed multiple human resources data systems and BHR and bureau staffs spend inordinate amounts of time gathering essential human resources management information.

STRATEGIC OPPORTUNITIES BHR WILL PURSUE IN 2005 THROUGH 2010

Since November 2004, BHR has been evaluating the issues and opportunities identified in this focused review and the 2004 employee relations climate report. The BHR leadership team met with the consultant on several occasions to evaluate the internal and external factors and challenges it has been facing and will continue to face over the next 3 to 5 years.

The BHR leadership team has developed a number of goals and strategies that continue to improve its services to customer bureaus, employees, and the City Council and respond to this review. These goals and strategies are included in this report as Appendix D (Note: Appendix D contains only the goals, strategies, action items, and critical success factors. It is not the entire strategic plan.).

BHR has also reevaluated its vision, mission, and values to ensure they support the Office of Management and Finance 2002-2007 Strategic Plan.

In addition to the information in Appendix D, BHR has developed a detailed operating plan that identifies outcomes, resources, milestones, deadlines, and assigns manager accountability for results. This is a management tool the BHR leadership team will use to monitor and evaluate its progress toward achieving the strategic plan goals.

CONCLUSION

BHR has made substantial progress over the past 4 years in addressing the issues and recommendations in the 2000 comprehensive assessment. They have done this despite budget cuts, and have also created a strong foundation of polices, administrative rules, and practices that lay the groundwork for the City to be viewed as a "single employer" rather than a confederation of individual City government agencies residing in Portland. As a result of the hard work of the BHR leadership team, the management of citywide human resources management is improving.

The opportunity for BHR for the next 5 years is to move to the next level. This includes addressing the major issues identified by BHR, bureau directors, bureau managers, and labor leadership in this report and in the employee relations climate report.

BHR's 2005-2010 strategic goals, strategies, and action plans provide the direction, focus, performance measurement, and accountability for this effort. BHR can achieve these strategic goals for the City as long as the Mayor and the City Council remain supportive and provide the funding that is necessary. It is clear that BHR needs to provide more direct support to City bureaus, especially the larger bureaus. Additional human resources coordinators to serve the larger bureaus would substantially improve human resources management and employee relations throughout the City. If this is not feasible due to existing budget resources, then, if possible, the Mayor and the City Council should give serious consideration to not reducing BHR's budget for the upcoming fiscal year. If the budget is reduced, the Mayor, the City Council, and Bureau Directors will have to realistically consider the impact on BHR's ability to achieve its 2005-2010 strategic goals.

APPENDIX A

EXECUTIVE SUMMARY

July 2000 Assessment of Citywide Human Resources Systems

EXECUTIVE SUMMARY ASSESSMENT OF CITYWIDE HUMAN RESOURCES SYSTEMS **JULY 2000**

Note: This Summary has been updated to show the progress the Bureau of Human Resources has made on each of the Findings and Conclusions, Proposed Solutions, and Next Steps.

Overview

In March 2000, the City of Portland Bureau of Finance and Administration contracted with Aldrich Kilbride & Tatone LLP (AKT) and HR Northwest to conduct an assessment of citywide human resources systems and functions to determine if they meet the strategic needs of operating bureaus and the City as a whole. Specifically, the consultants were asked to determine:



Inconsistencies or gaps in the administration of human resources systems and functions throughout the City, and possible solutions for improving performance, quality, ease of use, and value received for the dollars invested.



Which human resources systems are working well and which systems need improvement.



The roles and relationships between central human resources and the bureaus and how they could be organized for better efficiency and effectiveness.



Best practices in comparable or "benchmark" city and county governments that may be appropriate for consideration for the City of Portland.



The elements of an appropriate vision for citywide human resources that will enhance the operating environment for the City's employees.

To complete the project, AKT, HR Northwest, and the City designed a work plan that included a high degree of interaction with human resources staff, bureau managers, and union The purpose of this activity was to compile and document essential information to gain an in-depth understanding of the roles, responsibilities, and processes of citywide human resources activities and to identify specific areas for improvement. Interviews with other municipalities on "best practices" and the expertise of the consultants in working with other government organizations formed the basis for the options and possible solutions the City may pursue to improve its human resources systems.

Summary of Findings and Conclusions

Human resources staff at the central and bureau levels in the City of Portland have expressed their desire to move to a strategic approach and consultative model for human resources management, however, they see a number of barriers preventing the successful implementation of this approach.

- **1.** There is no overarching set of principles, philosophy, or strategic plan that guides human resources decision-making and activities. [STATUS: Completed]
- **2.** Because there is no defined strategy, human resources does not function as a system, making it difficult for the City to staff appropriately and clearly define the appropriate roles of central and bureau level functions and activities. [STATUS: Completed]
- **3.** The central human resources function is not effectively organized and staffed and the service delivery is seen as reactive or responsive, rather than strategic, anticipatory, and innovative. [STATUS: Completed]
- **4.** The Civil Service System is outdated and prevents the City from effectively developing and promoting existing employees and competitively recruiting in the job market for the most qualified and talented applicants. [STATUS: Completed]
- **5.** Achievement of Affirmative Action goals is not consistently emphasized and performance information is not consistently tracked, making it difficult for the City to achieve workplace diversity that is reflective of the community it serves. *[STATUS: Completed]*
- **6.** The approach to classification and compensation is incremental and inconsistent, rather than strategic, which impacts the City's competitive positions in the job marketplace and creates class and pay inequities within the existing workforce. [STATUS: Completed]
- 7. The information systems supporting human resources activities are fragmented and do not allow appropriate tracking of and easy access to workforce data. [STATUS: Addressed in the strategic plan]
- **8.** There is a lack of citywide leadership of and commitment to workforce development and planning, which is the cornerstone in building and maintaining a quality workforce. [STATUS: Addressed in the strategic plan]
- **9.** There is no defined process outside of formal bargaining to deal with labor or employee relations issues, which increases the tension between the unions, management, and employees. [STATUS: Addressed in the strategic plan]

Proposed Solutions

The Consulting Team proposes significant changes that will help the City to achieve its goal of "having the most highly trained, competent, and diverse workforce that reflects its community and provides quality services to citizens in the most efficient and responsive manner possible." The details of these proposed solutions are contained in the full report.

Proposed Solution #1

Engage in a collaborative planning process with the goal of creating a strategic vision for human resources functions and systems for the City of Portland. [STATUS: Completed]

Proposed Solution #2

Reaffirm the authority of the BHR Director over the City's human resources functions and systems to ensure the creation and implementation of a strategic human resources vision and direction. [STATUS: Completed]

Proposed Solution #3

Create a citywide process for the development and approval of human resources policies and a central "clearinghouse" for policy information that can be accessed throughout the City. [STATUS: Completed]

Proposed Solution #4

Develop a client or customer-based model for organizing citywide human resources systems and functions. [STATUS: Completed]

Proposed Solution #5

Adopt a customer-driven model of human resources consulting. [STATUS: Completed]

Proposed Solution #6

Develop more effective management of recruiting and retool the examination process to remove any barriers that prevent effective recruitment of diverse candidate pools, and to enhance the overall quality and outcomes of the recruitment process. [STATUS: Completed]

Proposed Solution #7

Train all human resources analysts, both new hires and existing staff, in every part of the recruitment and selection process. [STATUS: Completed]

Proposed Solution #8

Explore the possibility of linking the data from the recruiting process with the performance appraisal process. [STATUS: Is being addressed in the requirements planning for the human resources module of the Enterprise Business Systems (EBS)]

Proposed Solution #9

Strengthen the Affirmative Action position to match the intent of the job and integrate it with the recruitment and selection function with the goal of building a strong outreach function that integrates Equal Employment Opportunity, Affirmative Action, and diversity management. [STATUS: Completed]

Proposed Solution #10

Build upon the best practices and successes of individual bureaus that have made a significant commitment and achieved measurable results in Affirmative Action and diversity management. [STATUS: Completed]

Proposed Solution #11

Create a new classification/compensation system that uses a strategic approach for conducting studies at regular intervals and improves the consistency in how jobs are reviewed and classified. [STATUS: Completed]

Proposed Solution #12

Improve the outcomes of classification/compensation studies through the creation of an overarching compensation philosophy, consistent project management, and guiding principles on how compensation is carried out. [STATUS: Addressed in the strategic plan]

Proposed Solution #13

Purchase and implement a new human resources information system that meets the needs of both centralized and decentralized functions. [STATUS: Is being addressed in the requirements planning for the human resources module of the EBS]

Proposed Solution #14

Create citywide software and hardware standards for human resources information systems and ensure BHR access to all systems and records maintained in the bureaus. [STATUS: Is being addressed in the requirements planning for the human resources module of the EBS]

Proposed Solution #15

Conduct a needs assessment of bureau management information needs to identify if and how existing systems can be further modified and what additional training is needed. [STATUS: Is being addressed in the requirements planning for the human resources module of the EBS]

Proposed Solution #16

Encourage smaller bureaus to contract with larger bureaus for human resources information systems support. [STATUS: Completed]

Proposed Solution #17

Develop a comprehensive training strategy that invests in upgrading the skills of the City's current workforce and evaluates the application and results of training programs. [STATUS: Addressed in the strategic plan, but will require the City Council to allocate additional resources]

Proposed Solution #18

Begin building the tools that measure employee skills, interests, and aptitudes and implement these assessment tools as part of the performance appraisal process. [STATUS: Completed]

Proposed Solution #19

Begin organizational development efforts within BHR so that it can become the effective driver for integrated efforts throughout the City. [STATUS: Completed]

Proposed Solution #20

Engage bureau managers in short-term workforce planning to identify likely vacancies over the next 2 to 3 years. [STATUS: In progress]

Proposed Solution #21

Renew and recommit to a labor-management relationship of genuine cooperation and trust, including development of a common vision and achievable goals for improving the outcomes of labor/management relations. [STATUS: Addressed in the strategic plan]

Proposed Solution #22

Develop a compassionate and engaged employee relations activity at the central level as a way of resolving employee issues and creating a positive workplace outside of the bargaining process. [STATUS: Addressed in the strategic plan]

Next Steps

Because organizational changes of the scale we have addressed in this report could take up to 5 or more years to complete, we have prioritized the major categories of activities along a continuum of immediate change to long-term evolution so the City can move forward incrementally.

SHORT-TERM

Repair the management and accountability of the basic human resources functions

- **Step 1.** Create a citywide human resources vision (Solution #1) [STATUS: Completed]
- **Step 2.** Define the roles and responsibilities of BHR, the bureaus, and the BHR Director (Solutions #2, #4) [STATUS: Completed]
- **Step 3.** Improve BHR service delivery (Solution #5) [STATUS: Completed]
- **Step 4.** Define human resources policy development process and create a clearinghouse for policy information (Solution #3) [STATUS: Completed]

MID-TERM

Direct and manage current workforce issues

- **Step 1.** Increase the effectiveness of recruitment and selection (Solutions #6, #7, #8) [STATUS: Solutions #6 and #7 completed; Solution #8 is being addressed in the requirements planning for the human resources module of the EBS]
- **Step 2.** Recommit to Affirmative Action and diversity management (Solutions #9, #10) [STATUS: Completed]
- **Step 3.** Renew labor/management relations commitment (Solutions #21, #22) [STATUS: Addressed in the strategic plan]
- **Step 4.** Improve classification and compensation (Solutions #11, #12) [STATUS: Solution #11 completed; Solution #12 addressed in the strategic plan]
- **Step 5.** Begin workforce training improvements (Solution #17) [STATUS: Addressed in the strategic plan, but will require the City Council to allocate additional resources]
- **Step 6.** Make short-term information systems improvements (Solutions #14, #15, #16) [STATUS: Solutions #14, #15 are being addressed in the requirements planning for the human resources module of the EBS; Solution #16 completed]

LONGER-TERM

<u>Plan for future needs - how the City wants to be as an employer</u>

- **Step 1.** Begin short-term workforce development and planning efforts (Solutions #18, #19, #20) [STATUS: Solutions #18, #19 completed; Solution #20 in progress]
- **Step 2.** Research and implement human resources information system (Solution #13) [STATUS: Is being addressed in the requirements planning for the human resources module of the EBS]
- **Step 3.** Collect and analyze comprehensive workforce data (After Solution #13 is implemented) [STATUS: In progress]
- **Step 4.** Evaluate and redefine human resources vision (After all other recommendations are implemented) [STATUS: In progress]
- **Step 5.** Create citywide workforce planning and development strategy (After human resources vision is evaluated and realigned) [STATUS: In progress]
- **Step 6.** Create citywide organizational development strategy (After human resources vision is evaluated and realigned) [STATUS: In progress]

SUMMARY OF FOCUSED REVIEW DETAILED INTERVIEW COMMENTS

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As part of the focused review, we conducted a number of one-on-one interviews and facilitated sessions with bureau directors, bureau operations managers, BHR senior managers, BHR staff, and labor representatives. A list of the individuals who participated in these interviews and facilitated sessions is included in Appendix *C*.

The purpose of the interviews and sessions was to assess from the perspective of customer bureaus, BHR employees, and others how the reorganization is working and how well BHR is meeting bureau and citywide needs. The intent of this review is to provide the Bureau of Human Resources with information and constructive feedback from customer bureaus about the program areas and services they would like to see improved. The BHR Director structured the project this way, so that these issues could be considered by the management team as it sets strategic goals for the next 5 years.

Interview questions and discussions were designed to get bureaus to focus primarily on areas of perceived weakness or dissatisfaction, rather than the areas they felt were working well or had been improved. Consequently, many of the comments below focus on the negative rather than the positive aspects.

BHR MANAGER SENIOR MANAGER COMMENTS

Senior managers oversee each of the operating sections and Site Teams in BHR. They were asked to assess their individual areas of responsibility and BHR as a whole. The following is a summary of their comments.

- Recruitments are more flexible and less bureaucratic with the new non-represented process. The new recruitment manual is a BHR success.
- The downside of the non-represented recruitment process is the increase in the volume of exams BHR has to give.
- ♦ BHR's least satisfied customers are: Police Bureau, OMF, Auditor's Office, Bureau of Environmental Service, Water Bureau, Parks, and PDOT/BOM. They believe they lost service and flexibility as a result of the BHR reorganization.
- Smaller bureaus are BHR's most satisfied customers because they gained a lot more service as a result of the BHR reorganization.
- ♦ BHR's uniform policies and manual are a significant accomplishment and have been well received by most bureaus. Some of the larger bureaus may feel the pendulum has swung too far to the regulatory side.

- The new rules and policies have improved citywide consistency and accountability; however, they have taken away a lot of discretion from bureaus.
- Training is the weakest service BHR provides for itself and bureaus due to funding and staff limitations. Bureau managers and supervisors are not being trained to manage.
- BHR's diversity team has established excellent policies, expectations, and tools for bureaus, but bureaus lack the resources and data to sufficiently perform these responsibilities, especially in the area of outreach. There is also confusion about roles, which results in less accountability for results.
- **Sharpoone** BHR needs to better understand customer bureau's businesses and strategic goals and better align their services to bureau needs.
- Customer bureau objectives should drive how BHR is organized, staffed, and provides services.
- **BHR** is much more focused on communicating with the Mayor, the City Council, bureau managers, and labor leaders than it is on communicating with employees.
- **Sharper** BHR's quarterly forums are well attended and beneficial to bureaus.
- Benefits program area is better than it has ever been and is much more responsive. However, the issue of rising benefits is a significant issue for the City and an opportunity for BHR to show some leadership.
- ♦ BHR will be limited in its ability to provide higher level consultative services such as workforce planning, employee relations, training, and diversity management until the City has a functional Human Resources Information System (HRIS). Lack of an HRIS has spawned multiple data systems in BHR and the bureaus.
- Too much time is currently spent by BHR staff piecing together information for bureaus from a variety of data sources.
- **Shipsing States** BHR can do a better job helping bureaus balance "What is right for taxpayers" with "Taking care of our employees."
- The online application system needs improvement. Formatting is lost and it is very difficult to use the information.
- Now that foundational pieces are in-place with the reorganization, policies, and procedures, BHR can focus more on providing expert and consultative services to bureaus.
- Bureau directors may not connect the amount they pay for BHR services with the value they receive. Instead they may view the charge as overhead that continues to increase every year.
- There is unhappiness in some bureaus with the position control system because of the work involved and the restrictions it places on them.
- Sureaus understand labor relations much more than they do employee relations. BHR is much more focused on labor relations than it is on employee relations.
- There is a huge disconnect between the Council and the City's employees.
- The BHR centralized structure often takes accountability for decisions, actions, and outcomes off of bureau managers.

- Benefits staff can make the call about whether someone is entitled to benefits, but cannot make the decision about whether they should get benefits.
- BHR workloads are high, especially in recruitments.

BHR STAFF COMMENTS - LARGE GROUP MEETINGS

All BHR staff were invited to attend two large group meetings to solicit their input about how well the BHR reorganization is working and meeting the needs of the bureaus. The majority of BHR employees attended at least one of the two sessions. The following is a summary of their feedback.

- The recruitment process has been greatly improved but bureaus may feel handicapped compared to what they used to be able to do.
- The system for under/overfills is more cumbersome, but the system controls are better.
- The non-represented recruitment process allows bureaus to access candidates more quickly.
- Overall consistency of human resources practices citywide has improved.
- The number of reclassification requests has increased because of the new rules and policies.
- ♦ BHR is requiring much more information from bureaus for Classification/Compensation. This, combined with sending information to Financial Planning, is slowing down response times. Overall, however, turnaround time is good.
- Classification/Compensation requires tighter accountability and this impacts bureau perceptions about BHR's customer service ethic.
- The new Classification/Compensation rules give more options for jobs that have grown over time or for market conditions. Bureaus are pleased with this.
- The online enrollment/change system has improved service to employees.
- Payroll and BHR are disconnected. Payroll needs to know more about BHR so that employees are not caught in the middle.
- Although BHR can do more data manipulation in IBIS HR, SIGMA, etc., the reports still may not be easy enough for bureaus to use.
- Bureaus develop shadow human resources systems because they are locked out of BHR's systems.
- Bureaus usually want small data requests on a frequent basis and BHR cannot produce this information efficiently. There is no way to find out who has what information in what system or what information is correct. BHR staff have to go to too many systems for answers.
- Sureaus are frustrated by the lack of diversity resources for community outreach.
- Communities feel that BHR and the bureaus should be more involved in forming relationships if the City is serious about improving diversity.
- Unless the bureaus change their cultures and adapt to a changing workforce, diversity efforts will not be successful.
- The biggest diversity issue is retention and promotion of employees.

- BHR needs to train bureaus on employee relations instead of just labor relations.
- **BHR** communication with bureaus and employees is more reactive than proactive and educational and information is not always uniformly communicated.
- **Sharper** BHR's operating sections and employees are not integrated and coordinated.
- Site Team members are not aware of all of BHR's available resources and which program area is responsible for a particular service.
- Time limitations prevent BHR staff from cross-communications between units. This impacts service delivery to the bureaus.
- Training resources citywide are not coordinated and training opportunities are missed. The City does not do a good job with internal training. The City is not invested in the benefits of training. Training and performance management are tied together.
- Limited BHR staffing makes it difficult to proactively serve bureaus.
- **Solution** BHR needs a structured way to assess how bureaus view the services they receive.
- **Sharper** BHR employees need an anonymous way to provide feedback.
- ♦ BHR staff needs more support/receptivity from BHR senior managers when they try and explain bureau needs.
- The BHR Strategic Plan needs to include accountability and performance measures.
- Bureaus should have input into BHR's strategic planning process.
- **Share** BHR should share best human resources practices throughout the City.
- Benefits do the best job in BHR of communicating directly with employees. BHR needs more correspondence with employees.
- The complexity of the hiring process is frustrating to applicants, and good applicants are sometimes lost because of the amount of time it takes.
- BHR and the City could do a better job of finding ways to retain its talented employees.

BHR STAFF COMMENTS - GROUP MEETING FOR THOSE PRESENT IN 2000

A number of BHR staff that attended the large group meetings were not present in 2000 when the assessment of human resources systems and functions was completed. An additional group session was held with BHR employees who were present in 2000 to gain their perspectives and insights about the BHR reorganization and service delivery. The following is a summary of their comments.

- Classification/Compensation is not staffed to perform desk audits.
- Note Team staff. They are not decision makers; they are consultative resources.
- Training is only effective when the bureaus create an environment where staff can practice what they have learned.

- ♦ BHR Site Team coordinators, labor relations, benefits, diversity, and classification/compensation staffs should meet quarterly. This would make BHR less confused, more coordinated, and more effective in service delivery to bureaus.
- Because of the significant number of impending retirements of senior City employees, BHR must design ways to provide support to new employees coming into the City workforce. BHR needs to define itself in light of this.

BUREAU DIRECTOR COMMENTS - SMALLER BUREAUS

A representative group of bureau directors across City bureaus was selected for one-on-one interviews. Before the BHR reorganization, larger bureaus had human resources staff in their bureaus that reported either to a bureau manager or to the bureau director. Smaller bureaus relied primarily on available BHR human resources staff for services. As a result of the reorganization, smaller bureaus gained access to significantly more resources than they previously had. The following is a summary of director comments from smaller bureaus.

- ♦ BHR has made dramatic changes and has established a strong partnership. BHR is willing to work proactively with bureaus. The Site Team model works well for smaller bureaus.
- The recruitment process continues to improve.
- Turnaround times for Classification/Compensation have improved.
- **Sharpert** BHR should provide leadership development and core competencies for mid-level managers.
- BHR is responsive, but the policies and rules often impact getting things done quickly.
- **The second of the second of t**
- Sometimes, the answer depends on whom you talk to at BHR. BHR needs to work on consistency of responses among its units.
- **BHR's** documentation requirements make it difficult to deal with underperforming employees in a timely fashion.

BUREAU DIRECTOR COMMENTS - LARGER BUREAUS

As part of the BHR reorganization, human resources employees were transferred out of the larger bureaus and reorganized into three Site Teams serving multiple bureaus. The larger bureaus now access services from a Site Team and from the central sections in BHR. The following is a summary of the comments from directors of larger bureaus.

- **Sharper** BHR's centralization has standardized citywide HR practices, but has impacted customer service and has severely limited bureau flexibility.
- The overall quality of BHR staff and managers has gone up since the reorganization.
- Some bureau directors see Site Team coordinators as important to their executive team, but a few others not believe coordinators can function at this level given what they do.

- **BHR** has been helpful in recruitments but recruitments are taking too long, even with the non-represented recruitment process. The City is losing good applicants.
- **Shaper Series** BHR needs to provide more support in the implementation of diversity and in diversity outreach.
- The streamlined non-represented recruitment process is a significant improvement.
- The BHR Director uses a common sense approach. However, too many issues have to rise to the top of BHR to get resolved. This is not a good use of bureau directors' time and creates significant delays in resolving issues.
- The BHR Director has done a good job with BHR's Strategic Plan, deciding what needs to happen, and getting the City back onto one playing field. However, this has taken a lot of discretion and control away from bureau directors.
- BHR is organized top-down and decision-making has not been pushed down to Site Teams. Consequently, Site Team Managers operate within very narrow bands of authority and decision-making at that level doesn't happen, resulting in significant delays.
- Too many things take too long due to the rules, and bureau directors become frustrated that there aren't easier ways to accomplish things.
- **Shaper** BHR needs to adapt and be more flexible to bureaus' needs to deliver services.
- **Solution** Large bureaus have insufficient resources assigned to them. Most large bureaus need at least one additional full-time human resources coordinator to handle the workload.
- Numan Resources permeates all bureau programs and decision-making (i.e. training, workforce development, staffing, etc.). BHR's level of resources and staffing are not sufficient.
- As a result of the BHR reorganization and the loss of positions in the bureaus, bureau managers have taken on more and more human resources responsibilities. Many bureau managers are not trained sufficiently and do not have the time to do this work. Bureaus are also diverting other staff to handle the work BHR doesn't do.
- **BHR** is structured like an assembly line and every time there is an exception the entire process shuts down until the BHR Director can make a decision.
- Site Team staff don't report to bureau directors, therefore, they don't immediately respond to urgent bureau issues. BHR should consider a different model to serve bureaus that might include assigning permanent human resources staff to report to bureau directors and "certifying" the bureau's human resources practice. If the bureau fails to perform appropriately, BHR would reassume the function.
- ♦ Large bureaus need significantly more resources for diversity and AA/EEO. BHR doesn't have sufficient resources in this area nor do the bureaus. For diversity to work effectively there needs to be a resource to change the culture and resources dedicated to outreach and recruitments specific to bureaus.
- **Sharper of the Street Services** BHR should be a clearinghouse for best human resources practices and should proactively help bureaus improve their human resources management.
- Sureaus need quick processes and timely help in dealing with disciplinary cases.
- Bureaus lost their focus on employee relations when their dedicated staff transferred to BHR. Site Teams do not provide this service.

- One bureau stated that the financial assessment for BHR services is based on FTE. For bureaus that have substantial numbers of seasonal employees this is not a fair way to assess.
- **Sharphine** BHR's move to create fewer classifications has been both beneficial and detrimental. Broad classes make it more difficult to deal with bureau-specific needs.
- **BHR** needs to actively assist bureaus with succession. BHR does not see this as one of their responsibilities. However, it is a citywide problem and needs to be addressed.
- In labor/employee relations, the City is too reactive and even passive. The City Council sends a signal that they don't want conflict with employees. It has been 10 years since the City bargained on work rules and other serious issues. These issues and problems get rolled forward in each contract. BHR could help bureaus a lot by leading an effort to address this area.
- Dureaus are pleased with the services the Benefits unit is providing and think the manager is doing an excellent job.
- The "cookie cutter" approach doesn't work well.
- Large bureaus generally believe they are paying more for human resources services from BHR than before the reorganization and that they pay an additional amount above their assessment to do the things BHR doesn't do.
- BHR is too focused on the present and not on the future and quality of the City's workforce. BHR needs to give bureaus the tools for workforce planning.
- Consistency often becomes an excuse for not doing what needs to be done. For example, BHR won't allow a bureau to spend a small amount to produce a solution, but will spend far more for an attorney and settlement.

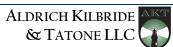
BUREAU OPERATIONS MANAGERS - GROUP MEETING

The operations managers in large and small bureaus participated in a group meeting. These managers have been directly impacted by the BHR reorganization. In some cases, the human resources staff previously housed in the bureaus and transferred to BHR reported directly to these managers. In other cases, these managers have taken on human resources-related responsibilities because of the changes to human resources administrative rules, policies, and BHR's expectations of bureaus. The following is a summary of the comments from the group meeting.

- The BHR service delivery model has placed significantly more work on bureau managers than was previously done by the human resources staff that worked for the bureaus.
- Too many non-qualified people are getting on represented lists. Skills tests need to be given before people get on the list. There are too many people on lists that bureaus are required to interview. Lists should contain no more than six people.
- The time between when a vacancy occurs and the recruitment process concludes is too long for larger bureaus. Recruitments can take from three months to a year to complete in larger bureaus. In smaller bureaus, the process moves much faster.



- Some bureaus have converted positions internally from programs to handle the human resources workloads that BHR doesn't do and that were left behind after the BHR reorganization.
- BHR needs to provide more performance planning assistance and better processes to deal with performance issues. Resolving disciplinary problems takes too long. The City Attorney's Office is part of the problem. Labor/Employee Relations could help a lot in this area.
- Classification/Compensation decisions are heavily weighted to supervision. The system needs to recognize and compensate people for their technical skills.
- **Shipse Bernary** BHR has reduced the number of classifications and some bureau positions don't fit well within the broader classes.
- Because of PERS issues and increasing benefits costs, employees and managers perceive that the value and quality of their benefits are declining. This was compounded when Police received a different benefits package. BHR could help change perceptions in this area by proactively addressing it.
- For some bureaus, the online benefits process went poorly, especially in those bureaus where employees don't have easy computer access.
- The City needs a Human Resources Information System (HRIS) or some better system for information. The position control system is not accurate and takes substantial time and effort. Some bureaus still don't trust the system and have their own internal systems. BHR and Financial Planning need to work on improving and streamlining this area.
- **BHR** is not leading in training and there isn't alignment between training and the City's strategic direction.
- BHR should establish an online citywide comprehensive training catalog.
- **Sharper** BHR should solicit more input from bureaus before it implements rule changes.
- Bureaus need more resources and assistance from BHR in diversity planning, recruitment, and outreach. The Affirmative Action function doesn't have a clear set of objectives and it is not clear how EEO issues are addressed out of the Diversity Development/Affirmative Action Office.
- BHR should consider a human resources help desk for answers to bureau questions.
- ♦ Labor/Employee Relations should do more to pull together managers in the bureaus.
- The new collaborative labor relations process that BHR Labor/Employee Relations is using in some bureaus is working well and should make bargaining go better.
- Overall BHR staff are doing a good job. The issues are more with the processes than with BHR staff. Benefits staff is responsive to bureau needs.
- The online resume system needs improvement. There should be the ability to attach PDF or Word documents so that formats of resumes are not lost. The output from the system is terrible and very hard to read.
- Site Teams are responsive and try to find solutions. Central BHR is much more regulationoriented.



- **BHR** should concentrate on reducing the amount of paperwork in its processes. Requiring P4's for each and every position, even when the duties are the same, was cited as one example.
- **Shipsing Security 1** BHR is not strong on producing good candidates for executive recruitments.

UNION LEADERSHIP

One-on-one interviews were held with union representatives to obtain feedback about how well the BHR reorganization is working and their assessment of working relationships with BHR. These leaders primarily interact with the Labor/Employee Relations program area and the BHR Bureau Director. The following is a summary of their comments.

- Unranked recruitment lists are not fair and may produce weaker hires.
- **Shape :** BHR could help more in dealing with the number of retirements. The City is losing a substantial amount of its experienced workforce.
- ♦ BHR is quick to reclassify positions from represented to non-represented.
- BHR needs to provide more training resources to bureaus.
- The Benefits Manager is doing a great job.
- The Labor/Employee Relations Manager is doing a great job. He is knowledgeable and works well with union leadership.
- The new administrative rules are fine, but not uniformly interpreted by bureaus.
- The Site Teams have added an additional layer and issues go through too many hands. They are not empowered and have to keep "checking up the line."
- Union leadership was not given an opportunity to participate in the development of the administrative rules. Instead they were advised about what the rule changes were.
- **The Example 2** BHR moves issues too slowly and processes are slower since the reorganization.
- The Labor/Management Benefits Committee (LMBC) is not working well.
- **Sharper** BHR is not providing sufficient training resources. This is left too much to the bureaus.
- Access to the BHR Director is good. However, the Director either needs to give more authority to her staff or needs to be at more meetings.
- Bureaus need more diversity assistance from BHR.
- **BHR** needs to continually work on the quality of the relationship with labor leadership at all levels.
- ♦ The Labor/Management Committees are not working to resolve issues.
- Some classified positions are mirrored by identical jobs that are non-represented.

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PROJECT PARTICIPANTS

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CITY OF PORTLAND BHR Focused Review Report APPENDIX C

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Business Representative, IBEW Local 48

DOUG BLOEM

President, COPPEA

ROBERT KING

President, Portland Police Association

BHR Staff Members

We did not take attendance at the two sessions that were held with BHR Staff. However, all BHR employees were invited to participate in these meetings and the majority of staff attended at least one of the sessions.

APPENDIX D

2005-2010 STRATEGIC GOALS

3-5 Year Goals



Introduction

In early 2005, BHR with assistance from a consultant, customer bureaus, BHR employees, union leaders, and other stakeholders, completed an in-depth focused review of its programs and services. The intent of the review was to provide BHR senior managers information and feedback from their customers' perspectives about the levels of service they are receiving, their satisfaction with those services, and the services they would like to see improved.

The BHR senior management team used the focused review, the Mayor's Bureau Innovation Project, and other information to update its existing strategic plan and set goals for 2005-2010. As part of this process, the senior managers also assessed the internal and external factors that will impact the City's workforce over the next 5 years and decided how BHR should structure its services and priorities to meet the City's human resource needs.

In a series of strategic planning sessions, the BHR senior management team defined the City's human resources goals for the next 5 years and developed a comprehensive strategic plan and an operating plan to achieve those goals. The strategic plan builds on the City's successes and achievements since BHR's major reorganization in 2001 and identifies the strategies, action items, critical success factors, milestones, and required resources necessary to complete the goals set forth in the new plan.

The following is an abbreviated version of the 2005-2010 strategic plan that includes the goals, strategies, action items, and critical success factors. The complete plan, which includes the milestones, is available from the Bureau of Human Resources.

GOAL: STEWARDSHIP

We are the architects and stewards of a progressive citywide human resources system that supports the goals of the Mayor and the City Council.

STRATEGY A

Partner with bureaus to proactively respond to their human resources needs within the citywide system.

I. ACTION ITEM

Build/maintain an effective relationship between the HR Coordinator and the Bureau Director, key contact(s), management, and employees of each assigned bureau that supports the HR Coordinator in using their skills, the resources of BHR, and other resources to actively seek solutions for the assigned bureau's human resources needs with in the framework of the HR system.

3-5 Year Goals



GOAL: STEWARDSHIP

We are the architects and stewards of a progressive citywide human resources system that supports the goals of the Mayor and the City Council.

Critical Success Factor

Bureaus report in their assessment responses that the relationship with BHR is effective in meeting their HR needs.

STRATEGY B

Provide bureaus with information and tools to ensure the consistent application of citywide human resources policies and practices to minimize the City's legal and financial risk and to protect the City's resources.

I. ACTION ITEM

Provide bi-annual training to managers and supervisors on HR Administrative Rules and citywide policies affecting employees.

Critical Success Factors

- Train a minimum of 100 supervisors each year.
- Evaluations rate training as at least "4" on a scale of 1-5 in the following categories: information is understandable, information is useful in attendee's job.

II. ACTION ITEM

Earmark one HR Forum each year for the city attorneys to provide an overview and "lessons learned" from the arbitration and civil service board decisions in the prior year.

Critical Success Factor

HR Coordinators report fewer employee complaints of inconsistent application of HR rules.

3-5 Year Goals



GOAL: EMPLOYEES

We collaborate with our customer bureaus and stakeholders to design human resources programs that recognize the contributions of employees, maximize service to the public, and meet the City Council's budgetary goals.

STRATEGY A

Develop a citywide employee relations program that includes effective employee communications, encourages best practices in workforce management, and provides tools to foster a respectful and safe workplace environment.

I. ACTION ITEM

Research "best practices" in employee relations and determine which are appropriate for the City.

Critical Success Factor

Bureau Directors agree with selected best practices.

II. ACTION ITEM

In collaboration with the Labor/Management Committees, the Mayor's office, and Council's Executives, develop and implement an employee relations program based on best practices appropriate for Portland.

Critical Success Factors

Employees report that the employee relations program is beneficial to their working environment and that communication with employees on City issues is satisfactory.

III. ACTION ITEM

Develop and implement an employee recognition program.

Critical Success Factor

The employee recognition program receives favorable feedback from employees.

IV. ACTION ITEM

Develop and distribute manager's handbook as a reference guide to "best practices" in workforce management.

Critical Success Factor

The handbook is an effective tool for managers.

3-5 Year Goals



GOAL: EMPLOYEES

We collaborate with our customer bureaus and stakeholders to design human resources programs that recognize the contributions of employees, maximize service to the public, and meet the City Council's budgetary goals.

STRATEGY B

Develop and implement a comprehensive training and professional development program.

I. ACTION ITEM

Develop and implement a training program that helps to create a better, more competent workforce by meeting the developmental needs of employees, managers, and directors. *Note: All or part of this Action Item may be addressed as part of the Bureau Innovation Project* \$5, Create Employee Development Program.

Critical Success Factors

- Training program in place to address the needs of all employee groups.
- Available training being utilized by all employee groups.
- Positive feedback from all employee groups.
- Highly competent workforce fulfilling future workforce needs.

STRATEGY C

Ensure an employee benefits strategy based on shared City and employee financial responsibilities, cost predictability, and appropriate plan designs.

I. ACTION ITEM

Annually review benefit designs and administrative practices to moderate plan costs and improve program efficiencies.

Critical Success Factors

- Implement appropriate changes to benefit plans.
- Complete RFP process.
- **Omplete** review of performance measures and quality of care standards.

II. ACTION ITEM

Undertake a review of the costs, benefits, and feasibility of a Canadian drug importation program for the City.

Critical Success Factors

Determination as to whether Canadian drug importation plan should be implemented.

3-5 Year Goals



GOAL: EMPLOYEES

We collaborate with our customer bureaus and stakeholders to design human resources programs that recognize the contributions of employees, maximize service to the public, and meet the City Council's budgetary goals.

III. ACTION ITEM

The LMBC shall present analyses and make recommendation on a low cost benefit plan available to all eligible employees and retirees.

Critical Success Factor

Determination as to whether low option benefit plan should be implemented.

IV. ACTION ITEM

The LMBC shall present analyses and make recommendations on options related to employee pre-funding retiree health care plans.

Critical Success Factor

Determination as to whether employee options to pre-funding retiree health plans should be implemented.

STRATEGY D

Develop an employee information program that emphasizes employee wellness and educates employees on health care benefit and cost issues.

I. ACTION ITEM

Design and implement a multi-prong health benefit education and wellness initiative:

- Ongoing education series for established employees.
- Expanded benefit and wellness education program for the newly hired.
- Annual education session on retirement health benefit issues.

Critical Success Factors

- Level of employee participation in Brown Bag meetings.
- Redesigned Benefits web page.
- New employee health assessment program should be implemented.
- Note: Increased employee awareness of benefits and cost issues.

II. ACTION ITEM

Implement a "Care Management" Program that includes:

Disease management.

3-5 Year Goals



GOAL: EMPLOYEES

We collaborate with our customer bureaus and stakeholders to design human resources programs that recognize the contributions of employees, maximize service to the public, and meet the City Council's budgetary goals.

- Annual education programs that target top cost diagnoses (priorities may change annually).
- Specific work with network providers for information on quality of care indicators and health plan performances measures.

Critical Success Factors

- Determine whether co-sponsored (with Risk Management) back injury prevention program should be implemented.
- Determine whether disease management program should be incorporated as part of thirdparty Administrator contract.
- Determine whether employee notification of routine physical examinations can be implemented without violating individual privacy rights.

STRATEGY E

Maintain a comprehensive compensation policy that is financially responsible and that attracts, motivates, and retains a qualified and effective workforce for the City.

I. ACTION ITEM

Review and update compensation policy.

Critical Success Factor

Approval of updated compensation policy by City Council.

II. ACTION ITEM

Develop process to recommend adjustments to compensation based on the updated compensation policy.

- Completion of action item elements.
- Use of process (or revised process) for future iterations.
- Recommendations are consistent with provisions of compensation policy.

3-5 Year Goals



GOAL: EMPLOYEES

We collaborate with our customer bureaus and stakeholders to design human resources programs that recognize the contributions of employees, maximize service to the public, and meet the City Council's budgetary goals.

III. ACTION ITEM

Review pay practices and compensation elements as contained in HR Administrative Rules and other policy documents (e.g., practices contained in the HR Administrative Rules 8.04-Compensation and 9.02-Performance Management, etc.).

Critical Success Factors

- Proposed revisions are included in HR Administrative Rules.
- Recommended changes are consistent with provisions of compensation policy.

STRATEGY F

Maintain a classification structure that can be effectively administered, clearly communicated, is accurate and current, and supports other human resources functions and the evolving work of the City.

I. ACTION ITEM

Develop a system approach to keep classification specifications and structure accurate and current.

Critical Success Factors

- Reduction in individual requests for changes to class specifications.
- Reduction in delays (e.g., in recruitments, classification actions, etc.) resulting from the need to update class specifications. (Note—may be difficult to measure)
- Reduced need for new classifications studies.
- Continued use of selected option(s).

STRATEGY G

Involve Bureaus in periodic reviews of system rules and policies to ensure the human resources system is effectively supporting operations and serving the public interest.

I. ACTION ITEM

Continue to provide citywide notice of upcoming reviews of the HR Administrative Rules.

Critical Success Factor

Sureaus report HR Administrative Rules are responsive to their needs, while maintaining system-wide integrity.

3-5 Year Goals



GOAL: EMPLOYEES

We collaborate with our customer bureaus and stakeholders to design human resources programs that recognize the contributions of employees, maximize service to the public, and meet the City Council's budgetary goals.

II. ACTION ITEM

Use existing newsletters (both the HR newsletter and bureau newsletters) and email to provide updates concerning the HR rules and guidance for interpreting the rules. Include links to guidance information on BHR's website.

Critical Success Factor

• Increased communication through use of bureau newsletters.

STRATEGY H

Develop and implement a comprehensive labor relations program driven by the goals and directions set by the Mayor and the City Council.

I. ACTION ITEM

Maintain a constructive and "business-like" relationship with the involved labor organizations and labor leaders.

Critical Success Factor

L/ER staff and labor organizations conduct quarterly reviews.

II. ACTION ITEM

Deliver training for managers, supervisors, and HRCs on contract changes, contract implementation, and how the contract and policy work together.

Critical Success Factors

- Training modules have high efficacy in terms of preferred outcomes.
- Training modules are sought by managers and supervisors.
- Name of the processes o
- Managers make better management decisions, thereby reducing disputes or the exposure to loss in the event disputes develop.

III. ACTION ITEM

Establish In collaboration with the Mayor, Labor Leaders, and BIP #6 Committee, establish a "Labor/Management Forum" that meets regularly to communicate on matters of mutual interest. *Note: All or part of this Action Item may be addressed as part of the Bureau Innovation Project #5, Create Employee Development Program.*

3-5 Year Goals



GOAL: EMPLOYEES

We collaborate with our customer bureaus and stakeholders to design human resources programs that recognize the contributions of employees, maximize service to the public, and meet the City Council's budgetary goals.

Critical Success Factor

- ♦ BIP #6 Committee confirms design concept of Labor/Management Forum.
- ♦ Labor/Management Forum is a well-functioning medium for ongoing, substantive, and "business-like" dialog between the City and involved labor organizations on appropriate matters of mutual interest.

IV. ACTION ITEM

Conduct negotiations based on goals set by and supported by City Council.

- Complete executive session with clear direction from City Council.
- Oity Council provides substantive guidance to City Team(s) involved in negotiations.

3-5 Year Goals



GOAL: DIVERSITY

We are effective in changing the diversity of the City's workforce and building a more inclusive work environment.

STRATEGY A

Communicate and promote the diversity development vision and strategy adopted by the City Council.

I. ACTION ITEM

Work with City Council and staff to create, establish, and implement a long-term Diversity Development Strategy and Diversity Development Performance Measures for the City.

Critical Success Factor

Diversity Development Performance Measures and benchmarks are in place and being used to measure bureau performance.

II. ACTION ITEM

Work with the Citywide Diversity Development Coordinating Committee (CDDCC) to create and implement the 2008-2012 Diversity Development Strategic Initiative.

Critical Success Factor

The 2008-2012 Diversity Development Strategic Initiative has been implemented and is being monitored.

STRATEGY B

Provide tools and support to bureaus to assist in creating an inclusive work environment.

I. ACTION ITEM

Assist bureaus in developing and implementing strategies to create a more inclusive work environment.

- Training is provided to City managers/supervisors, CDDCC, and bureau diversity committee members.
- The City of Portland Affirmative Action Plan is adopted by City Council.

3-5 Year Goals



GOAL: DIVERSITY

We are effective in changing the diversity of the City's workforce and building a more inclusive work environment.

STRATEGY C

Develop a Culturally Competent Manager Certification Program and establish a Certification Board for managers and supervisors.

I. ACTION ITEM

Design a Culturally Competent Manager Certification Program. *Note: All or part of this Action Item may be addressed as part of the Bureau Innovation Project #5, Create Employee Development Program.*

Critical Success Factors

- Certification program curriculum developed.
- Certification training program established.
- Action by City Council.
- Training of trainers conducted.
- Training program initiated.

II. ACTION ITEM

Design and establish a Culturally Competent Manager Certification Board. *Note: All or part of this Action Item may be addressed as part of the Bureau Innovation Project #5, Create Employee Development Program.*

CRITICAL SUCCESS FACTORS

- Certification Board design completed.
- Board members selected and trained.
- Action by City Council.
- Board awards certifications.

STRATEGY D

Provide employees with training and tools to become culturally competent in an increasingly diverse workforce.

I. ACTION ITEM

Develop Develop and implement a program for employees called "City Employee Cultural Competency Training." *Note: All or part of this Action Item may be addressed as part of the Bureau Innovation Project #5, Create Employee Development Program.*

Critical Success Factors

Cultural Competency criteria are established for employees.

3-5 Year Goals



GOAL: DIVERSITY

We are effective in changing the diversity of the City's workforce and building a more inclusive work environment.

- Training curriculum and lesson plans are written
- Training program is initiated.

STRATEGY E

Lead and support bureaus in building a workforce that reflects the cultural, ethnic, and racial diversity of the community we serve.

I. ACTION ITEM

Create, disseminate, and utilize recruitment practices that enhance the City's ability to increase the cultural, ethnic, and racial diversity of the workforce to reflect the community.

Critical Success Factors

- Plan for City involvement in annual job fairs.
- Diverse potential applicant database established.
- Outreach Advisory Board has developed outreach resources and opportunities.
- Criteria in-place to measure improved diversity outreach.
- Positive change is occurring in the City workforce.

STRATEGY F

Create and maintain community relationships to support and increase the effectiveness of the City's diversity development efforts.

I. ACTION ITEM

Develop a network of community-City liaison relationships between the minority and immigrant communities and the City's bureaus and programs.

- Community relationships increased.
- Resource list established and updated.
- **Solution** Communication guidelines established and utilized.

3-5 Year Goals



GOAL: DIVERSITY

We are effective in changing the diversity of the City's workforce and building a more inclusive work environment.

STRATEGY G

Design and conduct Annual City/County Diversity Development conference.

I. ACTION ITEM

Collaborate with other local jurisdictions to plan and conduct the annual conference.

Critical Success Factor

Minimum of 250 City employees participate in Diversity Conference.

3-5 Year Goals



GOAL: SERVICE

We are an integral part of our customer bureaus' planning and we are trusted advisors.

STRATEGY A

Increase Site Teams' participation in bureaus' leadership and strategic planning processes.

I. ACTION ITEM

Ensure that bureaus understand Human Resources' role in their organizations and the impact on their operations.

Critical Success Factors

- NR Coordinator and Site Team Manager will participate in bureau leadership and strategic planning or implementation processes.
- Bureaus understand BHR role and view BHR as a strategic partner.
- Bureaus will have demonstrated they have included Site Team participation.

II. ACTION ITEM

Provide training on rules, roles, and responsibilities, and human resource management partnership to all bureaus managers and supervisors.

Critical Success Factors

- NR Coordinator and Site Team Manager will participate in developing and implementing training plan, with bureau director, managers, and supervisors.
- Bureau recognizes need to provide training for rules, roles, and responsibilities.
- Bureau will support training plan.

STRATEGY B

Ensure that decision-making for the Bureau of Human Resources occurs at the appropriate level.

I. ACTION ITEM

Develop protocols for effective and consistent decision-making.

Critical Success Factor

No decisions are made that are outside the scope of the individual's authority.

II. ACTION ITEM

Program managers will ensure decisions are made at the appropriate level, including when advice and consultation is provided directly to the site team HR Coordinators or to client bureaus.

3-5 Year Goals



GOAL: SERVICE

We are an integral part of our customer bureaus' planning and we are trusted advisors.

Critical Success Factor

Decision-making appears seamless and bureaus know their primary contact for a given issue.

III. ACTION ITEM

HR Coordinators on Site Teams will become the point persons for service delivery to the bureaus in addressing their human resources issues.

Critical Success Factor

- Decisions follow protocols and are consistent with HR rules and practices 95% of the time.
- Decision-making appears seamless and bureaus see their HR Coordinator as their primary resource.

IV. ACTION ITEM

Roles and responsibilities for each program area will be clearly defined.

Critical Success Factor

© Communication is consistent among program areas and site teams to ensure seamless delivery of service to customer bureaus.

STRATEGY C

Develop tools and resources that assist Bureau of Human Resources' staff in their roles as consultants.

I. ACTION ITEM

Ensure BHR staff has resources available to conduct professional consultations within the bureau and with operating bureaus.

- **BHR** staff report satisfaction with resources available to them in support of their consultative role.
- Operating bureaus report satisfaction with the quality of HR consultation.

3-5 Year Goals



GOAL: ORGANIZATIONAL EFFECTIVENESS

We are a strategic resource that helps bureaus build quality workforces.

STRATEGY A

Respond to the needs identified by bureau managers for supervisory training.

I. ACTION ITEM

Develop and implement training that provides managers and supervisors with high quality management training. *Note: This Action Item is addressed as part of the Bureau Innovation Project #5, Create Employee Development Program.*

Critical Success Factors

- Consistent manager and supervisory training.
- Managers and supervisors are equipped with the skills necessary to meet organizational goals.

STRATEGY B

Develop a constructive relationship between the City and labor organizations.

I. ACTION ITEM

Communicate a unified message to labor organizations that is consistent with City Council's goals and priorities.

Critical Success Factor

Ompleted.

II. ACTION ITEM

Subsequent to obtaining successor labor agreements, jointly develop and conduct training on contract changes and contract administration.

Critical Success Factor

♦ Joint training program is prepared and delivered to appropriate bureaus.

STRATEGY C

Ensure the recruitment process builds diversity and adapts to the City's changing business needs.

I. ACTION ITEM

Ongoing adjustments to the recruitment processes in order to increase diversity and to meet the City's business needs in a timely manner.

Critical Success Factor

Improved diversity at all levels of City employment.

3-5 Year Goals



GOAL: ORGANIZATIONAL EFFECTIVENESS

We are a strategic resource that helps bureaus build quality workforces.

STRATEGY D

Ensure human resources information systems are in place to support the City's data needs and decision-making.

I. ACTION ITEM

Assist the City's project team in the procurement and the implementation of a citywide Enterprise Resources Planning (ERP) System with a comprehensive Human Resources Information System (HRIS) component.

Critical Success Factors

- A citywide ERP with a comprehensive HRIS component is procured and implemented.
- ♦ A citywide HR system is more efficient and effective with HR processes streamlined.
- Critical management and HR information is tracked and readily retrievable by all employees.

STRATEGY E

Provide City managers and supervisors with tools to enhance their competency in workforce management and employee relations.

I. ACTION ITEM

Form multi-bureau teams to create a prioritized work plan for workforce management and employee relations needs.

- Managers and supervisors have access to tools and have been trained in workforce planning methods.
- Managers and supervisors can describe how the employee relations initiative applies to their work unit.